Let's change together

Respect for diversity | Participation | Empowerment

Gender Equality, Diversity, Inclusion and Wellbeing

PLAN 2025-27

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Introduction by the Rector and the Director General

GEDIW Plan 2025-27 – Let's change together
Respect for diversity – Participation – Empowerment.

"Respect" is the word chosen by Treccani in its 2024 Book of the Year as the most significant representation of the global challenges we are facing and their future implications. Selected "for its extreme relevance and social significance," the definition of the word "Respect" is: "a feeling and attitude of esteem, attention, regard towards individuals (...), institutions (...) and values, which manifests through actions or words (...) and leads to recognizing the rights, decorum, dignity and identity of each person, thus requiring to refrain from any expression that may cause offense (...).".

In the conflicting context of our contemporary world, Respect can be the antidote that, starting from education and training, fosters interpersonal relationships, recognition and appreciation of diverse perspectives and characteristics, and attentiveness to cultural and institutional values.

"Change" is, instead, the key word used in the latest edition (2023) of the Gender Equality Report of Politecnico: "Diversity is Change"— because our community aims to continue evolving to fully seize the opportunities of diversity, a source of enrichment that allows a community to grow by meeting the challenges of change.
As a public institution, Politecnico di Torino is aware of its responsibilities and with the Gender Equality, Diversity, Inclusion and Wellbeing (GEDIW) Plan 2025-2027, is making a strong commitment to fostering, practicing and promoting a **Culture of Respect and appreciation of diversity as primary conditions for Change** for the positive evolution of relationships, equal opportunities, and in general of the wellbeing of its community and, in perspective, of society at large.

With reference to the previous 2021-24 Gender Equality Plan "Towards Diversity", Politecnico di Torino continues to promote gender equity in its community and advances this commitment by considering all dimensions of diversity (origin, age, abilities, ...) from an intersectional perspective and by designing interventions for greater organizational wellbeing.

Participation has been the guiding principle in the development of this Gender Equality, Diversity, Inclusion & Wellbeing Plan for 2025-27 and will continue to shape the implementation of the 51 Actions it sets out. This participatory approach is intended to pursue the objectives and monitor the actions collectively, to encourage their co-design with the stakeholders, and to share the adoption of university policies and strategic decisions. "We are Politecnico", or rather "We are Politecnico that is changing": every member of the community, whether in the academic, technical-administrative, or student body, is part of this Change and can, and must, be accountable for it.

Empowerment is the first step that the 2025-27 GEDIW Plan takes, starting with the clear identification of the various political and organizational actors who are responsible for implementing the Actions over the three-year period. However, the most ambitious goal of this Plan is the engagement of the entire community, also through the establishment of specific committees that will monitor and facilitate implementation in collaboration with the governing bodies of the University. A comprehensive training, communication, and incentive programme will be developed to embed Change at all levels and among all members of the community through a mainstreaming approach. Further details on this process can be explored in the following pages of this document.

We extend our gratitude to the GEDIW Plan Coordination Group, the Working Groups, and we wish us all a successful journey of Change.

Stefano Corgnati, Rector; Vincenzo Tedesco, Director General

Origin and Cyclic nature of GEDIW Plan 2025-27

As early as 2004, the CNR – IRPPS (Institute for Research on Population and Social Policies) research titled "Equal Opportunities and Scientific Careers at Politecnico di Torino. Perceptions, Realities, and Expectations" highlighted a situation of both vertical (in career progression) and horizontal (in the distribution across different professions) gender segregation at Politecnico di Torino.
The 2018-24 PoliTO4Impact Strategic Plan aimed to address these critical issues by introducing Gender Equity in STEM disciplines and identifying three key objectives: launching the Gender Equality Report process; increasing the number of female students enrolled in Engineering degree programmes, and reducing the gender gap in academic career progression.

With regard to the first objective, "launching the Gender Equality Report process", in 2019 Politecnico established the **Gender Observatory** to support the implementation of the circular process of the Gender Equality Report, involving the key players of the institutional governance.
Following international best practices, this process at PoliTO is organized in a cycle that includes the publication of a detailed analysis of gender-disaggregated data – the Gender Equality Report – followed by the development of a three-year strategic plan for Gender Equality (GEP, Gender Equality Plan), the corresponding action plan (integrated into the broader Action Plan of Politecnico), and continuous monitoring leading up to the publication of the next Gender Equality Report. The Observatory has established a three-year cycle for this process.

The first Gender Equality Report was published by Politecnico di Torino in October 2020 under the title "**Diversity is Excellence**". It highlighted the strategic objective of valuing gender-specific and broader diversity within the academic community. The evidence gathered from the data showed that greater gender diversity enhances the quality of scientific production and research among academic staff and improves academic performance among students.

The data collected in the 2020 Gender Equality Report and the challenges it identified provided the foundation for the subsequent development of the **2021-2024 Gender Equality Plan (GEP)**, titled "**Towards Diversity**". This plan focused on the strategic enhancement of diversity within the university policies. The GEP was developed by five working groups established by the Gender Observatory, with broad participation from the university community, including the **Equality Committee (CUG)** of Politecnico and the **PoliWo** Community, an informal group of faculty members committed to gender equity in STEM.

The GEP, approved by the governing bodies at the end of 2021, included 67 actions, over 90% of which were completed by the deadline. The document was organized into six thematic areas: in addition to the five areas defined by Horizon Europe (work-life balance and organisational culture, gender balance in recruitment, gender equality in career progression and leadership, research, training and dissemination, measures against gender-based violence), Politecnico added one more area: "increasing the number of female students enrolled in Engineering degree programmes" - in line with one of the three objectives set out in the University Strategic Plan.

Between 2022 and 2024 the actions of the GEP led to significant improvements in gender equity across the six strategic areas included in the plan, as documented in the **second Gender Equality Report of Politecnico di Torino**, "**Diversity is Change**" published in 2023. Notably, progress was made in the key objectives identified by the 2018-2024 Strategic Plan, in the percentage of female students enrolled in Engineering degree programmes (from 23.8% in 2018/2019 to 27.7% in 2023/24, with a relative increase of over 15%) and in the proportion of women appointed to full professor (nearly doubled over the past three years compared to 2019: from 17% to 31%). However,

persistent challenges remain, including the still-low percentage of female students enrolled in Engineering degree programmes still below 30%, the still high value of the Glass Ceiling Index of Politecnico (which remains higher than the national average and the value of other technical universities in Italy), the underutilisation of mandatory paternity leave, the limited participation of men in initiatives on these topics, and the general lack of awareness of the entire PoliTO community. These challenges are some of the elements that prompted this new edition of the Gender Equality Plan.

A key innovation is the expansion of the scope of the GEP to **other dimensions of diversity**, echoing the message already conveyed in the titles of the previous documents. Another significant advancement is the adoption of the same circular process to the planning of organizational wellbeing. This choice was driven by the strong correlation between the perception of **workplace wellbeing** and the concepts of inclusion and equity, as well as the availability of extensive data on this dimension collected through the Survey on Organizational Wellbeing conducted by Politecnico every two years since 2017.

Finally, compared to the previous 2021-24 GEP, the new plan places a stronger focus on **mainstreaming** gender, diversity, inclusion and organisational wellbeing policies into all university processes. This commitment defines the entire **GEDIW Plan – Gender Equality, Diversity, Inclusion and Wellbeing**, representing an ambitious new challenge that we need to tackle together.

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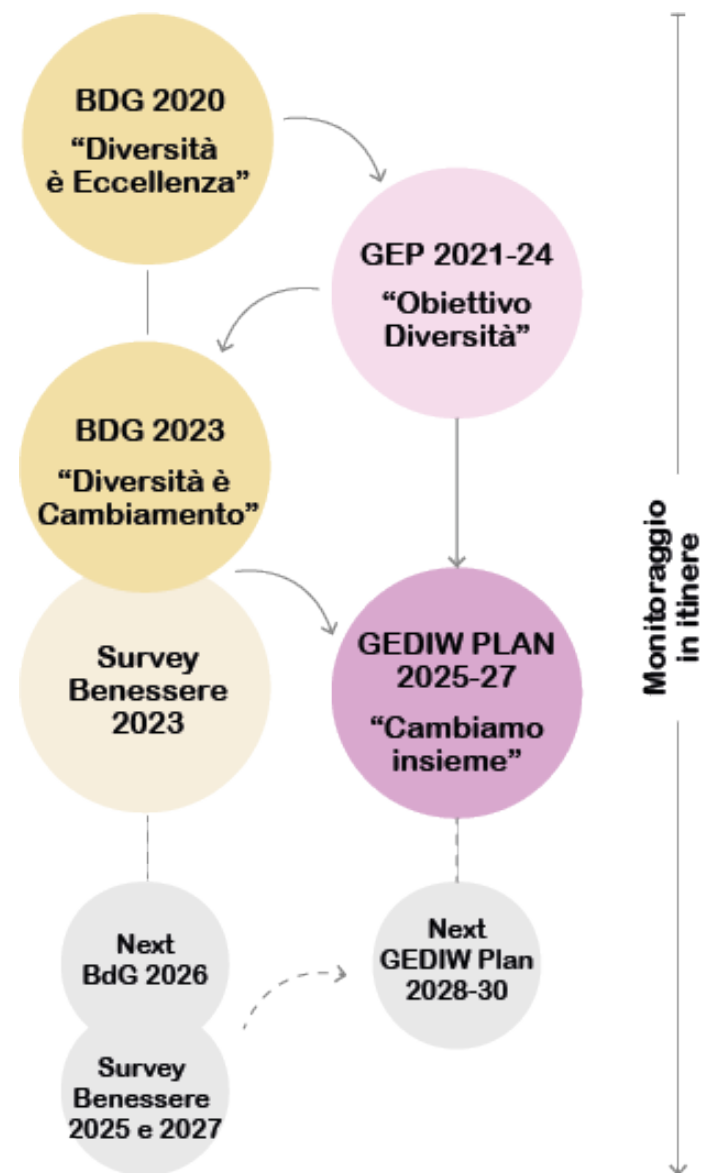
From GEP to GEDIW

Within the framework of the EU Gender Equality Strategy 2020-2025, the European Commission introduced new provisions in the Horizon Europe framework programme for research and innovation (2021-2027). These measures seek to systematically strengthen gender equality within European organizations. In particular, for research organizations and higher education institutions, the adoption of a Gender Equality Plan (GEP) – previously recommended under Horizon 2020 - is now a mandatory requirement to access Horizon Europe funding. Horizon Europe established that GEPs need to meet specific eligibility criteria. In particular, they must include four core elements related to the drafting and publication process and five minimum areas of intervention as already outlined in the previous GEP (pp. 5-6).

European institutions themselves provide tools to support this process, such as the GEAR Tool - Gender Equality in Academia and Research , developed by the European Institute for Gender Equality (EIGE). This resource recommends adopting **a participatory approach** in developing GEPs, engaging multiple stakeholders within organizations to define a transformative strategy tailored to the specific context of each institution.

The areas of intervention outlined by the Horizon Europe Guidance on Gender Equality Plans partially overlap with the areas of the Action Plans that institutions may adopt to concretely implement the principles of the European Charter for Researchers. Politecnico di Torino has been part of this initiative for years, earning the *HR Excellence in Research Award* in 2013, which was later confirmed in 2021. In 2025 both the GEP and the Action Plan of the European Charter for Researchers are going to be renewed.

In Italy, the Code of Equal Opportunities requires all public administrations to adopt a three-year Positive Action Plan (PAP), which includes measures aimed at removing barriers that limit full gender equality within the organization. Normally, the PAP should contain the GEP, although the two instruments have distinct drafting processes.

Over the years, alongside the adoption of new legislative provisions, the introduction of good practices shared at national level has contributed to further improvements in our country. A significant contribution to GEPs came from the "Guidelines for the Development of Gender Equality Plans" published in 2021 by the Conference of Italian University Rectors (CRUI), which adapted the European GEP tool to the regulatory and organizational context of Italian universities. In particular, the Guidelines integrated the GEP development process into the Gender Equality Report. The latter – already provided for by the Directive of 23 May 2007 on "Measures to implement equality and equal opportunities between men and women in public administrations" – requires the preparation of gender-disaggregated personnel statistics. The 2021 Guidelines recommends adopting a cyclical process that includes the drafting of the Gender Equality Report, similar to what was already happening at our University.

Compared to when the first 2021-2024 GEP was developed, there has been significant growth in international best practices, fostered by the experience of universities and research institutes that had progressively adopted GEPs. Already in 2019, the Conference of European Schools for Advanced Engineering Education and Research - CESAER, of which Politecnico di Torino is a member, approved the Declaration on Equality, Diversity and Inclusion, emphasizing the importance of expanding university action plans beyond gender to embrace wider principles of diversity and inclusion and to combat all forms of discrimination. In the subsequent EDI Report 2023, CESAER reaffirmed gender equality as a priority objective, while also calling for the promotion and protection of other forms of diversity from all types

of discrimination. This is in line with academic literature in management, organisational studies and gender studies, which has now consolidated the acronyms EDI – Equality, Diversity, and Inclusion – or alternatively, DEI. With an eye to this evolution, outlined by scientific evidence and consolidated by international and European best practices, Politecnico di Torino has structured its new plan for 2025-27 around the pillars of Gender Equality (GE), Diversity (D), and Inclusion (I). In addition to these elements, we have decided to include the dimension of wellbeing (W), as a transversal element that nourishes and complements the other dimensions.

Gender Equality is the principle according to which all individuals should be granted the same rights and opportunities regardless of gender. We have chosen to reaffirm this principle, as the participation of women in technical-scientific careers and the promotion of gender equality among staff members remain a challenge for our University.

Diversity is the concept that inspires our plan to embrace a wide range of personal characteristics, identities and perspectives within the PoliTO community – including, but not limited to, geographical origin, nationality and ethnicity, age, different abilities, special needs, sexual orientation – as values to be safeguarded.

Inclusion refers to the goal of creating an environment where all people feel respected, welcomed and able to express their potential without barriers or biases.

Wellbeing complements this framework introducing a new transversal dimension and serving as a measurable indicator of the effectiveness of the actions. Organizational wellbeing encompasses workplace wellbeing as well as the physical, mental, and emotional wellbeing of the people who study and work at the University, recognizing that excellence also stems from health and quality of life in our community.

Process of creation of the new GEDIW Plan

As part of the of Gender Equality Report process, the actual creation process for this GEDIW Plan was launched during the **"I LIVE POLITO" workshop**, held on 16 July 2024. The workshop, attended by 57 participants, including staff members and students with expertise and experience in GEDIW topics, was part of the preparatory process for the new PoliTO Strategic Plan and facilitated the inclusion of GEDIW topics into the other strategic policies of our university.

During the workshop, the participants received an overview of the current state of **Equality, Accessibility and Wellbeing** at Politecnico and they worked to identify shared objectives for the future. The results were collected in a **shared report** and laid the foundations for the creation of specific working groups responsible for developing the GEDIW Plan.

Along with the dissemination of the workshop report, an open call was launched to the entire academic community to contribute to the GEDIW Plan Working Groups through a participatory process. From September to November 2024, **three Working Groups with over 60 participants** worked in thematic subgroups to define objectives and actions for each area of intervention, as well as the corresponding sub-actions and micro-actions.

The details of these sub-actions and micro-actions are provided in the Activity Sheets, in the final section of this document. Unlike the previous GEP, the Activity Sheets have been grouped in a separate internal document to make reading easier.
The entire process was guided by a coordination group, under the leadership of the Vice-Rector for Equal Opportunities, Inclusiveness and Life Quality, Prof. Claudia De Giorgi, and the Director of the Gender Studies Centre, Prof. Arianna Montorsi.

The 3 Working Groups and Thematic Subgroups of the GEDIW Plan

1. Building GEDIW capabilities **(«Designing the GEDIW structure»)**	•**Integrated planning**
	•**Research and training**
	•**Communication**
2. Equity in recruitment, career progression and decision-making	•**Recruitment**
	•**Career progression**
	•**Leadership and decision-making**
3. Fostering a diverse and inclusive PoliTO community	•**Community (Students and Staff)**
	•**Accessibility**
	•**Combating harassment and violence**

Key Innovations of the GEDIW Plan

The GEDIW Plan has **strengthened the strategic proposals for Gender Equity** already included in the previous GEP. It has also **extended** the circular approach – which was built on a planning participatory process based on monitoring and data analysis – **to the dimensions of Diversity and Inclusion** (GEDI), in line with international recommendations. In this perspective, the decision to dedicate one of the five areas of intervention to "**Accessibility to spaces, digital environments and data**" is particularly innovative.

Another **unique feature** is the expansion of the data-driven approach to the **planning of organizational wellbeing**, made possible by the extensive availability of data collected with the biennial Wellbeing Survey. This challenge is also reflected by the introduction of a Key Performance Indicator (KPI) aimed at reducing the levels of emotional exhaustion among all community members. This specific KPI has been included in a broader set of **6 particularly ambitious indicators**, designed to look to the future beyond the timeframe of this GEDIW Plan

The focus on promoting diversity at Politecnico has expanded from the target of increasing the number of female students enrolled in Engineering programmes **to increasing the number of international faculty members**, with the goal of doubling this number over the next five years.

Particular attention is also given to disseminate and **embed the GEDIW actions through a mainstreaming approach.** The goal is two-fold: on the one hand, this approach seeks to integrate GEDIW sensitivity into all university policies by developing *ex-ante* **evaluation tools** and, on the other, it aims to engage all PoliTO community members as responsible stakeholders, starting with the male community.

Finally, to foster mutual understanding and drive collective change, Politecnico will adopt the **Charter of PoliTO Values** to "guide" the Change, and a *PoliTO Politeness* communication framework.

- **strengthening strategies for Gender Equity**
- **data-driven planning expanded to include Diversity and Inclusion dimensions**
- **intervention area 2 dedicated to Accessibility to spaces, digital environments and data**
- **unique feature: integrated planning of Organisational Wellbeing**
- **6 ambitious KPIs**

- **increase in the number of international faculty members**
- **embedding and mainstreaming of GEDIW actions**
- **ex-ante policy impact evaluation**

- **creation of the Charter of PoliTO Values**

Areas of Intervention and Actions of the GEDIW Plan

The three Working Groups of the GEDIW Plan previously described, each organized into three subgroups, addressed the following topics:

- developing a GEDIW mainstreaming approach within the University to ensure a deeper integration of GEDIW values, culture and actions in every policy and initiative (Working Group 1, Coordinator Prof. Alessandra Colombelli);
- pursuing greater equity in recruitment, career progression and distribution of decision-making positions (Working Group 2, Coordinator Prof. Arianna Montorsi);
- identifying strategies and actions to foster the development of a diverse and inclusive PoliTO community (Working Group 3, Coordinator Prof. Tania Cerquitelli).

The proactive contributions from the three Working Groups and thematic groups translated into proposals for policies, strategies and actions, which were refined and aligned with each other. Subsequently, they were discussed collectively and finally reorganized in this 2025-27 GEDIW Plan according to a structure that includes five Areas of Intervention.

The order in which the Areas are proposed in this document prioritizes the Areas that contain Actions of more immediate evidence and general interest, followed by the Areas that focus on Actions and strategies dedicated to structural and organizational processes.

The 5 Areas of Intervention of the GEDIW Plan

1	**Promoting diversity and wellbeing within the PoliTO community**
2	**Ensuring accessibility to spaces, digital environments and data**
3	**Promoting equity in careers and leadership**
4	**Integrating the GEDIW perspective (Gender Equity, Diversity, Inclusion and Wellbeing) into research and training**
5	**Designing a GEDIW-oriented organization based on evidence**

Each Area of Intervention has a description of the context (current situation; recent developments; objectives for 2024-27) and a summary of the Actions: 4 Actions in Area 1, 3 Actions in Area 2, 4 Actions in Area 3, 2 Actions in Area 4, 4 Actions in Area 5, for a total of 17 Actions.

Each of the 17 Actions has a short description and is detailed in its Sub-actions (from 2 to 4 Sub-actions for each Action, for a total of 51 Sub-actions across the entire GEDIW Plan). The Sub-Actions are listed in a table that specifies the political and organizational responsibilities for their implementation.

Area 1

Promoting diversity and wellbeing within the PoliTO community

Current Situation

Politecnico measures the wellbeing of its community members every two years with the wellbeing Survey, which highlights the strengths and weaknesses to be addressed in the following period through dedicated policies. The survey has also helped to emphasize the relationship between the perception of wellbeing and Inclusion, starting from welcoming individuals and recognizing the value of each person, regardless of gender, religion, ethnicity, abilities, age, sexual orientation or political beliefs.

Recent Developments

The 2021-24 Gender Equality Plan outlined 67 actions aimed at gender equality and diversity that had a positive impact between 2022 and 2024, including:

- the **WeAreHERe project**, with the objective of increasing the number of girls enrolled in Engineering programmes;
- **annual events on diversity, inclusivity, and awareness of LGBTQIA+ issues**;
- the installation of a **red bench** in the main courtyard of Politecnico;
- the **Guidelines against harassment;**
- the **Practical Guide for Inclusive Communication** (in Italian);
- the **Guidelines for gender equality and diversity in events;**
- the updated **Guidelines for Alias Careers;**

- the **online and physical exhibition "Le Prime. Stories of Women at Politecnico di Torino between Diversity, Science, and Technology,"** showcasing the profiles and achievements of the first women at Politecnico di Torino (the first graduates, the first professors, the first professionals), starting with Emma Strada, the first woman who graduated in Engineering in Italy in 1908;
- the **dedication of the former Faculty Council Room after Emma Strada**;
- the opening of the **Anti-violence Help Desk** run by E.M.M.A Onlus;
- the installation of **vending machines providing free menstrual products** to combat **period poverty**.

Additionally, beyond the 2021-24 GEP actions:

- the presentation to the Departments of the **local results of the Wellbeing Survey** and the **Gender Equality Report of each department**;
- the strengthening of the **Counselling Service (Spazio di ascolto)** for the university community and the creation of the **Mental Health Counselling Service** for the student population;
- the new **Buddy program** for first-year students, designed to support them in adjusting to student life at Politecnico;
- the creation of an **inclusive study room**, fostering coexistence between students with and without special needs;
- the **PIU-AEI project - Piemonte Università Accoglienti Eque Inclusive**, aimed at engaging local institutions and non-profit organizations to develop shared policies and strategies for welcoming vulnerable international students;
- the "**PoliTO for Refugees**" project, through which Politecnico participates in the **UNICORE project** of the UNHCR, to welcome students with refugee status into our Master's degree programmes and to offer them **Ph.D. scholarships**;
- membership in international networks such as **Scholar at Risk**;
- the creation of the **Passi@PoliTO Counselling Service**, which offers psycho-ethno-anthropological support to international students, particularly from non-EU countries.

Area 1

Promoting diversity and wellbeing within the PoliTO community

Objectives for 2025-27

The University plans to boost existing initiatives and consolidate a culture of authentic, complex and intersectional coexistence of differences, shared through both bottom-up and top-down approaches. This culture is based on respect, inclusivity and the appreciation of diversity. These objectives will be pursued through personal support services, cross-disciplinary training opportunities and specific events that encourage active participation and accountability of all community members.

Actions

1.1 Encouraging and valuing diversity and inclusivity

1.2 Promoting a culture of respect

1.3 Preventing and combatting harassment, violence and discrimination

1.4 Supporting care work, parenting and vulnerability

Action 1.1

Encouraging and valuing diversity and inclusivity

Transition Action Plan - Area: Valuing diversity

The commitment of our University to promoting an inclusive and diverse environment for the entire PoliTO community is reflected in the efforts to enhance diversity within the institution and to improve community wellbeing through the activation and strengthening of welcoming and support services. Additionally, broad and accessible training opportunities will be offered to staff members to promote a culture of respect for diversity and inclusivity.

Actions and Sub-actions	Responsible Vice Rectors	Responsible Departments
1.1 Encouraging and valuing diversity and inclusivity **1.1.1** Increasing diversity within the student community by expanding to other GEDIW dimensions (e.g., continuation of the WeAreHERe campaign and the PoliTO for Refugees project) **1.1.2** Promoting social integration and active listening (e.g., strengthening the Counselling Service (*Spazio di Ascolto*), creation of a *WelcomeHub*, academic counselling for students, *I Live PoliTO* workshops) **1.1.3** Training staff members on support, diversity and inclusivity	**VR for Equal Opportunities, Inclusiveness and Life Quality** VR for Society and Public Engagement, Community, and Rector's Program Implementation VR for Education VR for PoliTO Communication and Promotion VR for Sustainable Campus and Living Lab VR for Human and Economic Resources	**STUDI** ARIA NUCOMIVA ISIAD PEPS

Action 1.2

Promoting a culture of respect

Transition Action Plan - Area: Valuing diversity

The University is committed to creating an environment of shared values based on respect for diversity, also reflected in a Charter of Values and Behaviours of the PoliTO community. Empathy, inclusivity and kindness will be central to fostering the wellbeing of the entire community.

Actions and Sub-actions	Responsible Vice Rectors	Responsible Departments
1.2 Promoting a culture of respect **1.2.1** Introducing the Charter of Values and Behaviours of the PoliTO community **1.2.2** Promoting the "PoliTO Politeness" communication framework, centred on empathy and kindness	**VR for Equal Opportunities, Inclusiveness and Life Quality** VR for Society and Public Engagement, Community, and Rector's Program Implementation VR for Education VR for PoliTO Communication and Promotion VR for Sustainable Campus and Living Lab VR for Internal Affairs	**STUDI** RIMIN NUCOMIVA AVVO SAIL ARIA PEPS

Action 1.3

Preventing and combatting harassment, violence and discrimination

Transition Action Plan - Area: Valuing diversity

Politecnico will offer transversal training opportunities with an intersectional approach in order to publicize the activities of the Confidential Counsellor, the Anti-Violence Help Desk, the student Antennas and the Guidelines against Harassment. The University will encourage active and responsible participation of the entire PoliTO community and will put in place specific communication and awareness campaigns.

Actions and Sub-actions	Responsible Vice Rectors	Responsible Departments
1.3 Preventing and combatting harassment, violence and discrimination	**VR for Equal Opportunities, Inclusiveness and Life Quality**	**STUDI** PEPS
1.3.1 Transversal training with an intersectional approach through dedicated events and initiatives and dissemination of support services	VR for Society and Public Engagement, Community, and Rector's Program Implementation VR for Education	ARIA NUCOMIVA
1.3.2 Monitoring and publicizing data	VR for PoliTO Communication and Promotion	STARQ
1.3.3 Extending activities to encourage active participation and accountability	VR for Internal Affairs	

Action 1.4

Supporting care work, parenting and vulnerability

Transition Action Plan - Area: University welfare services

The Plan includes concrete measures to support parents, families, caregivers and vulnerable individuals in order to maintain a balance between professional and personal life.

Actions and Sub-actions	Responsible Vice Rectors	Responsible Departments
1.4 Supporting care work, parenting and vulnerability	**VR for Equal Opportunities, Inclusiveness and Life Quality**	**PEPS** STUDI
1.4.1 Encouraging the use of paternity leave	VR for Society and Public Engagement, Community, and Rector's Program Implementation	
1.4.2 Experimenting with flexible measures for staff members returning from maternity leave		
1.4.3 Studying flexible measures to support care work and vulnerable individuals (e.g. chronic illnesses)	VR for Internal Affairs	

Area 2

Ensuring accessibility to spaces, digital environments and data

Current situation

Recent analyses have highlighted a need for improvement in accessibility to spaces, information and data, which should be addressed in an innovative and integrated manner, also through the participation of the stakeholders in working groups.

Recent developments

Evidence of a new attention to these issues, not yet fully integrated, includes the creation of specific University Study Centres, as well as the introduction of Bachelor's, Master's and postgraduate courses on these topics and the ongoing redesign of the website with an accessible approach.
In 2022, Politecnico inaugurated the first inclusive study room intended for students with and without special needs. Continuous monitoring of the data on users with special needs will guide the development of specific policies, currently being integrated into the GEDIW Plan.

Area 2

Ensuring accessibility to spaces, digital environments and data

Objectives for 2025-27

Politecnico intends to develop an advanced, integrated and accessible model for the use of physical and digital spaces, information and data, engaging the final users in its design.
Interventions seek to remove existing physical barriers, to foster inclusive digitalization by improving platforms, tools and languages, and to experiment with data lakes in line with FAIR principles.

Actions

2.1 Accessible spaces and paths

2.2 Digital, communication and information accessibility

2.3 FAIR data accessibility with a focus on GEDIW dimensions

Action 2.1

Accessible spaces and paths

Transition Action Plan - Area: Common spaces

Starting from an analysis of the accessibility of spaces and paths, Politecnico will design redevelopment interventions, also in a shared process with users, to promote inclusion, wellbeing and social relations.

Actions and Sub-actions	Responsible Vice Rectors	Responsible Departments
2.1 Accessible spaces and paths **2.1.1** Analysing campus spaces and paths to ensure effective and inclusive accessibility **2.1.2** Developing projects for inclusive spaces and signage with updated criteria to ensure accessibility, comfort and functionality **2.1.3** Redeveloping spaces to promote Wellbeing and social interaction: social and quiet areas, green areas, parking lots (bicycles, pregnant women), increasing the number of gender-neutral toilets	**VR for Human and Economic Resources** VR for Equal Opportunities, Inclusiveness and Life Quality VR for Education VR for Society and Public Engagement, Community, and Rector's Program Implementation VR for Internal Affairs VR for PoliTO Communication and Promotion	**PROGES** STUDI NUCOMIVA PEPS

Action 2.2

Digital, communication and information accessibility

Transition Action Plan - Area: Teaching technologies

Politecnico will assess and improve the accessibility of its website and digital collaboration platforms. It will foster the use of inclusive tools such as the Italian Sign Language (LIS) and promote training activities on the creation of accessible content. Our University will develop new *Guidelines for sustainable and inclusive events* and it will introduce innovative systems, such as chatbots, to improve accessibility to digital services.

Actions and Sub-actions	Responsible Vice Rectors	Responsible Departments
2.2 Digital, communication and information accessibility	**VR for 2030 PoliTO Digitalization and IT Strategies**	**ISIAD**
		STUDI
2.2.1 Assessing the accessibility and inclusiveness of digital platforms, including users in their design	VR for Equal Opportunities, Inclusiveness and Life Quality	ARIA
		NUCOMIVA
2.2.2 Adopting accessible tools and inclusive languages (e.g., LIS - Italian Sign Language - for major university events) and training staff members on accessible content creation	VR for PoliTO Communication and Promotion	PEPS
		SAIL
	VR for Society and Public Engagement, Community, and Rector's Program Implementation	PROGES
2.2.3 Developing and disseminating the University *Guidelines for sustainable and inclusive events*		
	VR for Sustainable Campus and Living Lab	
2.2.4 Developing innovative systems, such as chatbots, and advanced interaction modes, to improve assistance, navigability and accessibility of digital services		

Action 2.3

FAIR data accessibility with a focus on GEDIW dimensions

Transition Action Plan - Area: Information and decision support services, transparency and accessibility

The University promotes data accessibility in line with the FAIR principles (Findable, Accessible, Interoperable, Reusable) while integrating aspects of Gender Equality, Diversity, Inclusion and Wellbeing. Politecnico will conduct analyses and mappings to assess data accessibility. It will launch pilot projects to structure data according to FAIR principles and it will review the information flows and platforms for a more inclusive experience.

Actions and Sub-actions	Responsible Vice Rectors	Responsible Departments
2.3 FAIR data accessibility with a focus on GEDIW dimensions **2.3.1** Analysing and mapping GEDIW data accessibility on internal platforms and pilot projects for their FAIR reorganization **2.3.2** Reviewing internal platforms and information flows to ensure an inclusive FAIR experience (see CoARA Action Plan) **2.3.3** Training on the structuring of accessible data	**VR for PoliTO Strategic Plan** VR for Quality Assurance VR for Equal Opportunities, Inclusiveness and Life Quality VR for Society and Public Engagement, Community, and Rector's Program Implementation VR for 2030 PoliTO Digitalization and IT Strategies VR for PoliTO Communication and Promotion VR for Internal Affairs	**STARQ** RIMIN ISIAD STUDI PEPS

Area 3

Promoting equity in careers and leadership

Current Situation

The significant decrease in the Glass Ceiling Index (GCI) over the past three years confirms the effectiveness of the policies implemented under the 2021-24 Gender Equality Plan (GEP) to reduce horizontal and vertical segregation. However, as the index remains above the national average, further efforts are needed to strengthen and expand these initiatives. Additionally, the wellbeing Survey highlights how the perception of lacking control over one's career progression negatively affects workplace wellbeing.

Recent Developments

In the previous GEP, the key performance indicators (KPIs) for addressing gender disparities included the following: reducing the gender gap in career progressions for the teaching staff, increasing the percentage of women in leadership positions, enhancing the representation of women within the faculty. Particularly effective and innovative measures included: a mandatory requirement for selection committee members to watch a video on evaluation biases published by the European Commission, the direct recruitment of professors specifically targeting women and a reward-based incentive mechanism that grants additional staff allocation points for promotions to full professor positions to the departments that improved their Glass Ceiling Index.

Area 3

Promoting equity in careers and leadership

Objectives for 2025-27

The University will build on the most effective actions for gender equality, while expanding the scope of intervention to include other dimensions of diversity and promote organizational wellbeing. These strategic objectives will be pursued through a comprehensive review of recruitment procedures and career progression processes for all staff, with a particular focus on recognizing individual career paths and ensuring transparent and accessible communication of these processes. At the same time, Politecnico will develop targeted mentoring programmes to support individuals in unlocking their potential and achieving their professional goals.

Actions

3.1 Ensuring transparency in career opportunities, policies, procedures and resource management

3.2 Implementing capacity-building, empowerment and leadership training programmes with a focus on valuing diversity

3.3 Enhancing diversity in career paths and competencies within recruitment procedures

3.4 Encouraging diversity in career progression and leadership

Action 3.1

Ensuring transparency in career opportunities, policies, procedures and resource management

Transition Action Plan - Area: Equal opportunity policies in career progression

The University ensures that all people are informed of their career opportunities and that HR policies enhance diversity in career paths and competencies.

Actions and Sub-actions	Responsible Vice Rectors	Responsible Departments
3.1 Ensuring transparency in career opportunities, policies, procedures and resource management	**VR for Equal Opportunities, Inclusiveness and Life Quality**	**PEPS**
	VR for Society and Public Engagement, Community, and Rector's Program Implementation	RIMIN
3.1.1 OTMI Policy (Open, Transparent, Merit-based, Inclusive) for recruitment and careers		STUDI
	VR for Internal Affairs	STARQ
3.1.2 Experimentation with the extension of the OTMI Policy to the technical, administrative and librarian staff (PTA)	VR for Human and Economic Resources	ARIA
3.1.3 Periodic meetings in the university Departments on resource planning, open also to non-permanent staff	VR for Education	
	VR for Scientific and Technological Innovation	
3.1.4 Periodic review of the score ranges that can be assigned to the various activities carried out in calls and competition templates	VR for PoliTO Strategic Plan	
	VR for Quality Assurance	

Action 3.2

Implementing capacity-building, empowerment and leadership training programmes with a focus on valuing diversity

Transition Action Plan - Area: Equal opportunity policies in career progression

The University provides staff members with the tools to boost their own career development and leadership skills, training individuals to understand the value of diversity in competencies, career paths, achievements and goals.

Actions and Sub-actions	Responsible Vice Rectors	Responsible Departments
3.2 Implementing capacity-building, empowerment and leadership training programmes with a focus on valuing diversity **3.2.1** Capacity building programmes, including individual feedback and skill-building sessions **3.2.2** Training for diverse, empathetic and inclusive leadership and individual empowerment **3.2.3** Diversity training for members of the governing bodies	**VR for Equal Opportunities, Inclusiveness and Life Quality** VR for Society and Public Engagement, Community, and Rector's Program Implementation VR for Internal Affairs VR for PoliTO Communication and Promotion VR for Education	**PEPS** ARIA STUDI NUCOMIVA RIMIN

Action 3.3

Enhancing diversity in in career paths and competencies within recruitment procedures

Transition Action Plan - Area: Recognizing the vocation of teaching and research staff

Recruitment and promotion procedures incorporate diversity at all stages and in all documents of the process (e.g., calls for applications, CV templates, and selection reports), ensuring recognition of different competencies, career paths, achievements and goals.

Actions and Sub-actions	Responsible Vice Rectors	Responsible Departments
3.3 Enhancing diversity in career paths and competencies within recruitment procedures **3.3.1** Narrative curriculum: space in the CV template to highlight individual specificities **3.3.2** Consideration and evaluation of the narrative curriculum in calls for competitions and in online application forms **3.3.3** Training on OTMI assessment for selection committee members	**VR for Internal Affairs** VR for Equal Opportunities, Inclusiveness and Life Quality VR for Society and Public Engagement, Community, and Rector's Program Implementation VR for PoliTO Communication and Promotion VR for Education VR for Scientific and Technological Innovation VR for PoliTO Strategic Plan VR for 2030 PoliTO Digitalization and IT Strategies VR for Quality Assurance	**PEPS** RIMIN ARIA NUCOMIVA ISIAD STARQ

Action 3.4

Encouraging diversity in career progression and leadership

Transition Action Plan - Area: Equal opportunity policies in career progression

The policies of Politecnico aim to actively promote greater diversity and equity both internally and in the collaboration with external partners through positive actions.

Actions and Sub-actions	Responsible Vice Rectors	Responsible Departments
3.4 Encouraging diversity in career progression and leadership	**VR for Equal Opportunities, Inclusiveness and Life Quality**	**PEPS**
		STUDI
3.4.1 Scouting and incentive programmes to enhance diversity in careers paths and leadership	VR for Society and Public Engagement, Community, and Rector's Program Implementation	ARIA
		RIMIN
		STARQ
3.4.2 Revision of internal regulations and agreements with external partners with a GEDIW approach	VR for Internal Affairs	SAIL
	VR for Human and Economic Resources	
3.4.3 Participatory hiring procedures for individuals with special needs (strengthening the Diversity Management)	VR for PoliTO Communication and Promotion	
	VR for Education	
	VR for Scientific and Technological Innovation	
3.4.4 GEDIW-oriented approach for the appointment of staff members to internal committees and to external organizations/institutions	VR for Quality Assurance	

Area 4

Integrating the GEDIW perspective into research and training

Current Situation

The establishment of the Gender Studies Centre has been a decisive step in developing internal expertise and knowledge within Politecnico. It has fostered strategic collaborations with offices and groups such as RIMIN and the Teaching Lab, promoting a mainstreaming approach.

Recent Developments

A key milestone was the creation of the University Gender Research Coordination Group (GReG), introduced by the 2021-24 GEP. The course catalogue has been expanded with the inclusion of new Bachelor's, Master's and postgraduate courses that focus on gender and diversity. The integration of diversity in research has been promoted through networking and mapping of gender-related projects, while a similar initiative is being developed for research on disability, neurodiversity and special needs.

Area 4

Integrating the GEDIW perspective into research and training

Objectives for 2024-27

Politecnico seeks to consolidate the integration of GEDIW dimensions in teaching and education. It also seeks to expand research by transforming the Gender Studies Centre into a GEDIW Studies Centre, and to provide updated tools to staff members to integrate the GEDIW perspective into all research projects.

Actions

4.1 GEDIW mainstreaming in PoliTO research content

4.2 GEDIW mainstreaming in PoliTO academic curricula and teaching

Action 4.1

GEDIW mainstreaming in PoliTO research content

Transition Action Plan - Area: Support for research project development

The action aims to raise awareness and help the teaching and research staff to mainstream GEDIW into their research projects. It also seeks to encourage the development of studies on these topics, including issues related to the organization and functioning of our University.

Actions and Sub-actions	Responsible Vice Rectors	Responsible Departments
4.1 GEDIW mainstreaming in PoliTO research content	**VR for Scientific and Technological Innovation**	**RIMIN**
		ISIAD
4.1.1 Including the GEDIW perspective in research projects carried out by PoliTO teaching and research staff	VR for Equal Opportunities, Inclusiveness and Life Quality	STARQ
		PEPS
	VR for Society and Public Engagement, Community, and Rector's Program Implementation	NUCOMIVA
4.1.2 Promoting and supporting research projects on GEDIW-related issues		STUDI
		ARIA
4.1.3 Promoting research on GEDIW dimensions at Politecnico	VR for PoliTO Communication and Promotion	
	VR for Internal Affairs	
	VR for Education	
	VR for 2030 PoliTO Digitalization and IT Strategies	
	VR for Quality Assurance	

Action 4.2

GEDIW mainstreaming in PoliTO academic curricula and teaching

Transition Action Plan - Area: Support for research project development

The action aims to mainstream GEDIW into teaching content, instructional methods and staff training, fostering an inclusive interaction with the student community.

Actions and Sub-actions	Responsible Vice Rectors	Responsible Departments
4.2 GEDIW mainstreaming in PoliTO academic curricula and teaching **4.2.1** Integrating GEDIW dimensions into course content **4.2.2** Adopting a GEDIW perspective in the interactions with the student community, both inside and outside the classroom **4.2.3** Training staff members on GEDIW topics	**VR for Education** VR for Equal Opportunities, Inclusiveness and Life Quality VR for Society and Public Engagement, Community, and Rector's Program Implementation VR for PoliTO Communication and Promotion VR for Internal Affairs	**STUDI** RIMIN NUCOMIVA ARIA PEPS PROGES

Area 5

Designing a GEDIW-oriented organization based on evidence

Current situation

The transformation of the Gender Observatory into the GEDI Observatory marked a first step towards integrating all dimensions of diversity into the decision-making processes of the University. Additionally, experimental GEDIW-focused committees have been active within some Departments for some time.

Recent developments

Since the establishment of the Gender Observatory in 2019, Politecnico has worked to strengthen internal expertise on GEDIW-related issues. The staff composition has been expanded with new roles such as the Diversity and Disability Manager, an Equal Opportunities Domain Expert, a LIFE service dedicated to campus wellbeing, and Ph.D. candidates and research fellows who work on gender, diversity and wellbeing studies. The three-year Gender Equality Report process has been consolidated, providing comprehensive analyses of gender-disaggregated statistics and offering an updated snapshot of the university composition. Furthermore, Politecnico issued specific Guidelines on preventing harassment and ensuring inclusive communication and events.
Specific university guidelines on anti-harassment and inclusivity in communication and events have also been developed.

Area 5

Designing a GEDIW-oriented organization based on evidence

Objectives for 2025-27

Politecnico seeks to consolidate an internal network that fully integrates GEDIW dimensions into all aspects of its organizational life. This includes ensuring continuous impact assessment (*ex-ante*, *in itinere*, *ex-post*) of university policies and communication strategies in these areas.

Actions

5.1 Building a widespread GEDIW structure across all university units, in alignment with university governance"

5.2 Mainstreaming GEDIW in all university processes

5.3 Promoting inclusive, fair, intersectional and widespread university communication

5.4 Spreading the GEDIW culture within the university and in society

Action 5.1

Building a widespread GEDIW structure across all university units, in alignment with university governance

Transition Action Plan - Area: University institutional life

The action aims to consolidate a structured approach to GEDIW through a network of advisors and departmental Committees, boosting existing initiatives and launching new projects. It also includes the transformation of the Gender Studies Centre into the GEDIW Studies Centre.

Actions and Sub-actions	Responsible Vice Rectors	Responsible Departments
5.1 Building a widespread GEDIW structure across all university units, in alignment with University Governance **5.1.1** Creating specific Committees on GEDI and organizational Wellbeing within Departments and Administrative Divisions **5.1.2** Investing in human and financial resources dedicated to GEDIW topics (Technical and Administrative Staff, co-funding of Ph.D. and post-doc scholarships, at least 1/year) **5.1.3** Transforming the Gender Studies Centre into the Gender Equality, Diversity Inclusion, and Wellbeing Studies Centre	**VR for Internal Affairs** VR for Equal Opportunities, Inclusiveness and Life Quality VR for Society and Public Engagement, Community, and Rector's Program Implementation VR for PoliTO Communication and Promotion VR for PoliTO Strategic Plan VR for Quality Assurance VR for Human and Economic Resources	**ARIA** RIMIN NUCOMIVA STARQ PEPS STUDI

Action 5.2

Mainstreaming GEDIW in all university processes

Transition Action Plan - Area: University institutional life

This action aims to establish a continuous impact assessment process for university decisions and strategies, verifying their effectiveness on GEDIW dimensions, from development to implementation.

Actions and Sub-actions	Responsible Vice Rectors	Responsible Departments
5.2 Mainstreaming GEDIW dimensions in all university processes **5.2.1** Ex-ante, in itinere, ex-post impact assessment of GEDIW effects in all university processes and strategies (e.g., GEDIW budgeting – integrating the GEDIW perspective into the analysis of the university financial statement) **5.2.2** Incorporating the GEDIW perspective in partnerships with society	**VR for Internal Affairs** VR for Equal Opportunities, Inclusiveness and Life Quality VR for Society and Public Engagement, Community, and Rector's Program Implementation VR for PoliTO Communication and Promotion VR for PoliTO Strategic Plan VR for Quality Assurance VR for Human and Economic Resources VR for Scientific and Technological Innovation	**ARIA** RIMIN NUCOMIVA STARQ PEPS PROGES STUDI ISIAD

Action 5.3

Promoting inclusive, fair, intersectional and widespread university communication

Transition Action Plan - Area: University institutional life

Politecnico undertakes to design and adopt an accessible and inclusive communication style that values and promotes the principles of equity, inclusivity and diversity, integrating them into all expressive forms: verbal, visual and auditory, also with the support of advanced tools.

Actions and Sub-actions	Responsible Vice Rectors	Responsible Departments
5.3 Promoting inclusive, fair, intersectional, and widespread university communication **5.3.1** Expanding inclusive language to a broader approach that considers multiple dimensions (gender and sexual orientation, abilities and/or neurodiversity, etc.): starting from updating the practical guide for the use of inclusive language / *Guida pratica per l'uso del linguaggio inclusivo* (4.1.3.5), promoting its use across the university. **5.3.2** Adopting the "Inclusively" tool and spreading its use across the university **5.3.3** Using inclusive and stereotype-free images	**VR for PoliTO Communication and Promotion** VR for Equal Opportunities, Inclusiveness and Life Quality VR for Society and Public Engagement, Community, and Rector's Program Implementation VR for 2030 PoliTO Digitalization and IT Strategies	**NUCOMIVA** ARIA RIMIN STUDI ISIAD

Action 5.4

Spreading the GEDIW culture within the university and in society

Transition Action Plan - Area: University communication

The university communicates, disseminates and promotes GEDIW initiatives both internally and externally through specific campaigns and events. It commits to adopting a "PoliTO Politeness" communication framework and to using inclusive and up-to-date communication strategies.

Actions and Sub-actions	Responsible Vice Rectors	Responsible Departments
5.4 Spreading the GEDIW culture within the university and in society **5.4.1** Disseminating GEDIW initiatives to all members of the PoliTO community **5.4.2** Spreading GEDIW initiatives and culture in society through knowledge transfer	**VR for PoliTO Communication and Promotion** VR for Equal Opportunities, Inclusiveness and Life Quality VR for Society and Public Engagement, Community, and Rector's Program Implementation VR for Internal Affairs VR for Education	**NUCOMIVA** ARIA RIMIN STUDI PROGES

Monitoring and impact

The monitoring of actions is organized into several phases:

- Identification of Key Performance Indicators (KPIs): these are the macro-impact indicators of GEDIW within this document, published on the university website;
- Preparation of Activity Sheets: in the next quarter of the year, Activity Sheets for each Sub-action and any micro-actions will be developed. These sheets will outline methods, responsibilities at political, administrative and implementation level (e.g., involvement of the CUG, TLlab, etc.), timelines, necessary resources, type of activity (continuation of GEP or new), definition of expected outcome and output indicators, as well as corresponding KPIs;
- Annual Data Monitoring: this includes monitoring data on multiple diversity dimensions, available on the university website;
- Periodic Monitoring of Sub-action progress.

Current situation

The previous 2021-24 GEP had identified 5 KPIs on gender equality, partly inherited from the 2018-24 Strategic Plan. These KPIs were particularly ambitious and long-term, such as the target of 35% female students enrolled in Engineering degree programmes. The planned actions have helped to approach all the targets set for by the previous KPIs, although the progress has varied among KPIs. Regarding other diversity dimensions – such as the origin and age of staff and students and the presence of people with disabilities – the university has data that could be used to expand the definition of the KPIs. Finally, on the dimension of organizational wellbeing, the university has a wealth of data collected from the biennial Wellbeing Survey.

Recent developments

In addition to the KPIs, the monitoring of actions from the previous GEP also relied on output indicators for individual actions, verified annually. Each year, an extract of gender-disaggregated data for the entire PoliTO community is made available on the public section of the university website. The next overall ex-post evaluation of the impact of the 2021-24 GEP is scheduled for spring 2025. Moreover, the latest Wellbeing Survey, conducted in December 2023, revealed both positive and negative aspects, which are the subject of this Plan. Based on the analysed data, it was found that the values of some KPIs and of some Wellbeing Survey indicators – although satisfactory at the university level – show significant heterogeneity at the level of individual departments and populations.

Objectives

Politecnico intends to provide for long-term KPIs and extend them to other diversity dimensions. Additionally, the University is going to define new KPIs tailored to specific targets to ensure accountability, participation, and to strengthen the mainstreaming perspective that inspires this GEDIW Plan.

Key Performance Indicators (KPIs)

KPI1	At least 1/3 of students enrolled in Engineering degree programmes should be women, with a trend towards this proportion in each PoliTO degree programme.
KPI2	At least 1/3 of women in leadership positions, with a trend towards this proportion in all top-level settings.
KPI3	Elimination of the gender gap in career progressions, extending also to other diversity dimensions.
KPI4	Doubling the percentage of international teaching and research staff.
KPI5	Increased participation of the various members of the PoliTO community, by gender and role, in GEDIW events and training courses.
KPI6	Decrease in the percentage of burn out observed in the Wellbeing Survey across all members of the PoliTO community, bringing each related factor or dimension to a satisfactory level.

Appendices

Legend of Departments, Offices and University Hubs mentioned in the document

- **ARIA** – Institutional Relations, General Affairs, Archives and Libraries
- **AVVO** – University Attorneys
- **ISIAD** – IT SERVICES and Digital Administration
- **NUCOMIVA** – Communication, Identity and Valorisation Hub
- **PEPS** – People, HR Planning and Development
- **PROGES** – Building Heritage, Management, Design and Construction and Workplace Safety
- **STARQ** – Strategy, Analysis, Reporting and Quality
- **RIMIN** – Research, Technology Transfer and Innovation
- **SAIL** – University Sustainability, Research Infrastructures and Laboratories
- **STUDI** – Students and Education

A R E A 1

PROMOTING DIVERSITY AND WELL-BEING WITHIN THE POLITO COMMUNITY

Action ex.1.1: *Encouraging and valuing diversity and inclusivity*

Sub-action/ micro-action	ex. 1.1 Encouraging and valuing diversity and inclusivity 1.1.1 Increasing diversity within the student community by expanding to other GEDIW dimensions (e.g., continuation of the WeAreHERe campaign and the PoliTo for Refugees project)
Population/target	
Description	
Type of action	Analysis / Communication / Training / Incentivization / Awareness Continuation / New
Indicator	Output: Outcome:
Political and administrative responsibility	
Organization and implementation responsibility	
Budget - euros	
Reference to other APs or documents	
Reference KPI	

Timeline	2025	2026	2027